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ABSTRACT

The comments of 21 library professionals from academic and public libraries on principles of library administration are presented in this guide. The members of the Library Administration and Management middle management discussion group touch upon goal setting in management, getting to know new staff, interpersonal relationships between employee and manager, motivating employees, and getting more from meetings, as well as other issues of concern to managers. Suggestions take the form of: (1) lists of required managerial abilities, skills to acquire, and dos and don'ts; (2) accounts of specific personal experiences of librarians in management situations; and (3) tips relating to broader library administration issues. A 34-item bibliography includes selections supporting each of the topical areas covered in the text. (SD)

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YOU'LL MANAGE

BECOMING A BOSS...

BEST TIPS

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GOAL SETTING IN MANAGEMENT - SYNOPSIS

Almost all of us are "amateur" administrators and tend to believe that the management 'professionals' know more than we do and therefore we must study their techniques. While that is true, at least to a degree, librarians should not be misled into believing that these management methods are panaceas for their own problems. Properly used and placed in the proper perspective, however, goals and objectives can play a highly useful role in the management of a library.

Because of the rapid changes library managers must deal with today, planning is increasingly important and the development of goals and objectives as part of a planning process is absolutely necessary. Librarians need to become more knowledgeable about relevant techniques, such as Organization Development, that are designed to aid in planning, developing goals, and coping with change.

While there is no lack of criticism of goal-setting as a technique, there is also sufficient evidence to indicate its value and suggestions for success can be found in the abundant literature. Basically, goals and objectives should have top management support, staff involvement, be definite, clear-cut, written and attainable, and be periodically reviewed.

As library managers we have a responsibility to develop job-related goals as part of our planning function but also to relate these goals to the individual and career goals of ourselves and our subordinates. If goal-setting programs are tailored to the needs of individuals and to the particular library environment, they can improve performance, clarify institutional purposes, and establish the planning process for the library.

Edward R. Johnson
Director of Libraries
North Texas State University
Denton, Texas 76203

Don't set up the Boss as a model: remember, a model is a small imitation of the real thing. Do follow your own best instincts; once you sit in THE BOSS' chair, you'll be the model. Don't try to imitate any managing style; the best style is what suits you best.

Find out what motivates the present staff, not its predecessors or some ideal future group. Don't ever judge what your staff can do by a fixed standard; flexibility is the hallmark of a successful manager. Finally, remember, painting target circles around shots already fired won't fool everyone.

Eli M. Oboler, University Librarian
Idaho State University
Pocatello, Idaho

Determine your personal goals before you set your job goals. Knowledge of, and confidence in your personal life plan will give you a stronger motivation to set and accomplish your job goals. If it doesn't, you're in the wrong job.

Carol A. Collins, Assistant Director
George Amos Memorial Library
Gillette, Wyoming 82716

You may have to work longer hours the first couple of weeks while learning about your new responsibilities, staff, and location. Write practical and measureable goals for your first six months. Your prime responsibility is to your staff. You must acquaint yourself with the duties of each position and the person filling it. Review the records and confer with each person about how he/she sees his job. Tell the staff about yourself, what they can expect, and what you expect. Don't make changes immediately. Remember, while you are anxious about your new responsibilities, the staff is uneasy about a new boss.

Andrea Lee Shuey, Manager
Lakewood Library
Dallas Public Library
Dallas, Texas 75214

Directing a library successfully calls for the following attributes and abilities:

1. The assertiveness and courage to follow the course you believe to be the correct one;
2. political savvy;
3. the earned respect of subordinates;
4. fanatical devotion to serving those who use the library (and whose needs must be placed above the comforts and desires of the staff, including the director);
5. knowledge of "management" and of "librarianship";
6. knowledge of the community being served; and
7. the ability to lead and organize people to achieve an objective.

J. Robert Verbesey, Director
Mastics-Moriches-Shirley Community Library
Shirley, New York 11967

"GETTING TO KNOW YOUR NEW STAFF"

A major problem that a manager has when arriving at a new organization is getting to know the staff's individual and collective strengths and weaknesses in as short a time as possible. A quick but thorough organizational assessment is needed in order to determine future priorities for the organization and the amount of delegation possible to each employee.

One method of determining this assessment is outlined as follows: (the extent of the use of this procedure would depend on the size of the organization.)

1. Have each staff member complete a "living" job description which reflects current reality.

2. Have each staff member write out the answers to a series of questions concerning the current operation of the library, the current policies and their future expectations of you as a boss. Other questions pertinent to the local environment can be added as needed.

3. Conduct in-depth interviews with each staff member to determine if your interpretation of their answers touches reality.

4. Follow this with group interviews based at the departmental level. You can also conduct interviews based on levels of experience or administrative standing in the organization such as all reference librarians, all department heads, etc.

5. Develop a written summary from all the interviews. Make this summary available to the staff and conduct further meetings to clarify feedback.

6. At this point, it is assumed that the new boss should "know" of the organization. Within 2-3 months you should know the strengths and weaknesses of your staff and should be ready to outline a plan of policy, personnel, or procedural changes, and/or any of these that you feel may improve the organization.

It is important to remember that while you need the collective wisdom of your staff, it is you who is ultimately responsible for the organization. You can never do everything to please everyone. But it is paramount that you capitalize on the strengths of your individuals and neutralize the weaknesses of your staff. This is the first step in delegation and getting to know your new organization.

Dr. Thomas M. Peischl
Director of Libraries
SUNY Potsdam, N.Y. 13676

Interpersonal Relationships: Employee into Manager

Don't change. The one thing your former colleagues are looking for is a new and bossy attitude. The change will come about in the way that they view you, and subtly, and soon you and they will know who is "boss."

Be reasonable. Don't expect more performance than you yourself can achieve. Best of all, don't expect as much. After all, that's why you were promoted and they weren't.

Be rational. The worst thing you can do is react emotionally unless you have pre-planned such a response based on solid knowledge of your employee's behavior and temperament. Once in a while, and only if you are sure you can control the situation, a change of attitude on the manager's part startles people into a behavior change. But this is very tricky and shouldn't be tried until you've developed experience managing people.

Make your orders sound like requests. Then thank your people for filling those requests. Money never replaces appreciation.

Delegate and don't denigrate. Write out explicit job descriptions for each employee and let each person develop a sense of self-worth by allowing room for initiative. Once you have made the assignment, grant the trust to fulfill it.

Don't be a frog. Jumping to the proverbial conclusion makes you look pretty silly, to say nothing of destroying your credibility. Hear everyone out. It really is easier to make decisions when you have the maximum information to work with.

Explain and train. You'll get no job satisfaction from a floundering employee. And a dissatisfied employee creates a frustrated manager.

Consult with employees. You get more cooperation from employees who feel they have arrived at mutually agreeable decisions when possible.

Be sympathetic but don't mistake compassion for identity or you'll end up undermining the institutional order. Remember loyalty is a two-way channel. Your boss expects your support, too.

Keep learning. The most authoritative power going for you is in continuing education. And nothing commands more respect than knowledge.

Admit your mistakes. Being human is natural and being humble is endearing.

Sandra Arden, Assistant Director
Troy Public Library
Troy, Michigan 48084

Shortly after assuming your new duties as manager it would be wise to meet with your staff to explain your management style. They will want to know how you plan to communicate: through meetings or individually, in writing or orally, or some combination of these. They will be interested in how you make decisions and what part they will play in the decision process. Do you prefer to deal through supervisors or directly with each individual? Are you "people-oriented" or "process-oriented?" By revealing your management style they will know what to expect and anxiety will be diminished.

Doris New, Head
Serials Department
University of California
Irvine, California 92713

One very important aspect of management is communication. Internal communication is equally as important as outward-directed information to public, boards, commissions and Friends of the Library.

I have found vertical staff meetings a very helpful means of sharing and exchanging ideas of library needs and objectives. All names of permanent library employees are placed in a box and 8 - 10 names are drawn out in a random method in order to schedule a monthly meeting with the Library Director.

Some guidelines are

- No supervisors are included with any of their employees
- Efforts are made to not have too many representatives from the same work unit
- An informal atmosphere should exist with no subject restricted
- Only personalities are excluded from discussion
- Each employee can participate in only one of these meetings each year

The meetings have proven very helpful in getting better acquainted with staff and create an opportunity for greater expression of ideas and concerns. I highly recommend it for all managers, new and old.

James Buckley, City Librarian
Torrance Public Library
Torrance, California 90503

Q: What makes a good manager?
A: Good judgment

Q: How does one develop "good judgment"?
A: Through experience.

Q: What constitutes "experience"?
A: Bad judgment.

An old joke, I know. But if you are fortunate enough to be in the company of more experienced managers whom you trust and respect, ask them to tell you about their worst mistakes. If you are not so fortunate, observe their mistakes for yourself.

If you are fortunate enough to have less-experienced managers turn to you for advice, tell them about your worst mistakes. Otherwise, they will simply observe them for themselves.

Judy C. McDermott, Assistant Chief
Cataloging in Publication Division
Library of Congress

Find someone you trust and respect to discuss personnel and management problems with who is at least your equal in the organization. If your direct supervisor does not prove good for this purpose, do not confide in friends in a lower level in the organization. Often a colleague who is at least an equal and who is experienced will be your best sounding board and helper. Most people are very complimented to be asked for advice.

If it is your first supervisory experience, try to create a team atmosphere by asking for and listening to staff input and suggestions. Your page may well have discovered a better way to shelve books than you. Praise and encourage staff. Give them credit and thanks.

Polly Coe, Assistant Director
County of Henrico Public Library
Richmond, Virginia 23273

First, don't think of the people under you, friends and foes, as subordinates, but as part of the management team. Discuss decisions to be made, problems etc. with them. It is amazing how often they will be thinking along the same lines as you, or come up with good ideas you may not have thought of. The final decision is yours, and they must know that, but the feeling of having contributed makes for a much more pleasant atmosphere even with people who may differ with the final decision.

Second, remain yourself. Being put in a position of responsibility does not change your personality. Be sure it doesn't!!

Curtis P. Moore, Administrator
Lebanon County Library Board
Lebanon, Pennsylvania 17042

HOW TO KEEP YOUR STAFF FROM GROANING!

The first time manager may have insecurities about proving his or her credibility to a new work group. It is natural to cite successes in the previous job as part of one's credential building. The pitfall to avoid is the sentence, "We did this when I was at _____." The manager may think he or she is saying, "I've experienced this situation before, so listen to me now."

The staff, however, may fear that they are hearing a supervisor who only intends to replicate past successes without recognizing the unique history and needs of the present work group. Should the new manager overuse the phrase "when I was at _____," the staff may soon become so disgruntled that they think to themselves: "Well, if the other place was so wonderful, why doesn't the new boss go right back there?"

The new manager should not play Lot's Wife at the expense of creating good relationships with the new work group. They need to know that you have confidence in them to create the results desired.

Linda Ann Dougherty, Librarian
Chicago Public Library, Clearing Branch
Chicago, Illinois 60638

First, you must appear confident and exude good will and helpfulness to all those above and below you. You must learn your duties quickly and thoroughly so that you can direct and aid others with calm dispatch.

Second, you must be open, fair, honest, democratic and be a good listener to all problems, complaints, and immediate crises. It is most important to listen to both sides of a dispute, know the policies and procedures, and then make a just and equitable decision and stick to it unless overruled by higher authority. Also, you should settle as many problems and crises in your own area of jurisdiction as possible and not let them go up to your superior for a decision or adjudication.

Third, you must lead by example. You must know every procedure as well or better than your staff (learn them as quickly as possible); you must be willing to do any task that needs doing without complaint, and if you change a routine or procedure, you should give a rational and useful explanation of why it was changed a different way.

Fourth, never play favorites. Treat everyone the same - with dignity, respect, and fairness. Never gossip about anyone behind their back. It breeds resentment and disloyalty.

Robert S. Lamb II, Head
Circulation Department
Indiana State University
Terre Haute, Indiana 47809

MOTIVATING EMPLOYEES

There are many words synonomous with the word "motivate." A glance at a thesaurus will bring to mind words such as induce, activate, propel, encourage, move, stimulate, tempt, arouse, impel, provoke, convince, influence, prompt, persuade, goad, etc., each having a slightly different connotation. Most physiological functions occur without any motivation, but nearly all conscious behavior is motivated. Growing teeth usually occurs naturally, but taking care of them requires motivation.

Individuals knowledgeable in the area of advertising know that the right motivational technique used at the right time for the right person will lead to the acceptance of an idea or product. The use of these motivational techniques has become a sophisticated science - one that is practiced daily. For many years, researchers in the field of management have been studying, testing, theorizing and writing about job motivation, its causes and effects. Job motivation, which is the amount of effort directed toward attaining goals desired by the organization, is an extremely complex subject; but, a subject about which all supervisors and managers of people must have some degree of knowledge.

There are many ways in which people are motivated. Some of the motivations most frequently used are fear, ego, money, security, social status, self-fulfillment, etc. Of these, fear is the least productive. Finding and applying the right motivation can be extremely beneficial to both the individual and the organization.

As our society becomes more affluent, there is increasing attention being given to the job as more than just the source of a living. Sheer economic survival is less pressing for most, and traditional social ties

-MORE-

of community, family, and church have been loosened. Because of this, an individual's job is recognized as a key, both to his personal fulfillment and to his relation to society. One's job can be a major source of accomplishment, of pride, and of social identification; or, it can contribute heavily to a sense of uselessness and an alienation from one's peers. Adults spend the largest single segment of their lives on a job. The quality of their experience at work plays a large part in the quality of their experience of life. All managers should be concerned with the psychological well-being of their staff. It is vitally important if they are to have efficient and smoothly-run operations. No longer is it enough to have staff members simply put in their time. The successful manager of tomorrow will have to be a first rate motivator.

Pat Woodrum, Director
Tulsa City-County Library

When moving into a new position, leave previous responsibilities behind. They are responsibilities of the old position and should be left to be handled by the person assuming that position. New positions mean new responsibilities, not new responsibilities added to old ones.

Joline Ridlon, Acting Head
Serials Department
Duke University Library
Durham, North Carolina 27706

YOU AND I HAVE SIMPLY GOT TO STOP MEETING THIS WAY
by Richard J. Dunsing. AMACOM, 1978

The author presented a workshop from which I learned a technique of conducting monthly meetings of eighteen branch librarians.

The objective was to break up the old format in which the Head of Branches always presided, and at the same time to develop leadership abilities within the group.

Committees of three were formed, each responsible for planning the branch meeting for three months. The three persons presided in turn. The program could be any subject of professional interest. The results were very satisfying. Other concrete suggestions can be found in this text.

Claire Pyle
Head of Branch Services
Carnegie Library of Pittsburgh
Pittsburgh, Pennsyvlania 15213

Don't make radical changes on your first day in your new position. Take time to make changes so that you know how the staff will react and so that you can get your staff's support.

Polly Coe, Assistant Director
County of Henrico Public Library
Richmond, Virginia 23273

The establishment of priorities of the unit and the individual should be accomplished in conjunction with all employees through regular staff meetings and individual meetings with each employee. Communications (verbal and written) should clearly and concisely delineate objectives, expectations, and roles of groups and individuals. Guidance and direction should be provided at regular intervals to assure objectives, goals and priorities are appropriately met. Quality of job performance, productivity, and self-motivation are increased, not so much through directives from the top down, but through listening to employees and allowing for the opportunity of an employee to be challenged to resolve a problem he/she notes. A manager must be objective and flexible, but also able to make and justify a decision that not all agree with.

As frequently as possible, a manager should offer constructive criticism and/or positive feedback on employee job performance and be able to accept the same from employees. If conflicts or problems arise, these should be dealt with immediately, or they will fester and undermine morale and productivity.

Maureen Pastine, Reference Librarian
University of Illinois at Urbana-
Champaign
Urbana, Illinois 61801

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George W. Stratton, Assistant Director
South Bend Public Library
South Bend, Indiana 46601

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TO _____ DATE _____ TIME _____

SUBJECT _____ NO: _____

COMPLETED ACTION			AUTHORITY
ASAP	DATE	AT YOUR DISCRETION	1. ☐ Act on own; Report at Review 2. ☐ Act, but advise immediately 3. ☐ Advise before taking action

DESCRIPTION: _____

REVIEWS

DATE	TIME	STATUS

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HOW TO GET MORE FROM MEETINGS

1. Explore alternatives to meeting.
2. Limit attendance to only time needed to make contributions.
3. Keep participants to a minimum.
4. Choose appropriate time and place.
5. Clearly define the purpose.
6. Distribute agenda in advance.
7. Compute the cost per minute of meeting: total salaries per minute plus 35% fringe benefits.
8. Time-limit the meeting and agenda items.
9. Select a discussion leader.
10. Start on time.
11. Assign timekeeping and minutes responsibilities.
12. Begin with and stick to the agenda.
13. Control interruptions.
14. Accomplish your purpose.
15. Restate conclusions and assignments.
16. End on time.
17. Expedite preparation of the minutes.
18. Provide follow-up for implementation of decisions.

Karen L. Sampson
Assistant to the Director
University Library
University of Nebraska at Omaha
Omaha, Nebraska 68182

Try never to pick up a piece of paper without acting on it. In the press of time the tendency is often to spend more time "organizing" the paperwork than taking action on it. The goal should be to get rid of it quickly - by reading and filing, discarding, responding, or routing. Shuffling it from one pile to another wastes time. Postponing action on it means reviewing the matter all over again at a later time, when the information is stale.

Joline Ridlon, Acting Head
Serials Department
Duke University
Durham, North Carolina 27706

DO IT NOW

L. James Gosier, Director
Harford County Library
Bel Air, Maryland 21014

One of the most difficult jobs of a manager is to use time effectively, so that all work and professionally-related activities are accomplished. An effective method to ensure this is to make a daily, monthly, and yearly priority list of activities, and allow time in the schedule for each of these, as well as unforseen/unexpected conflicts. Managers will find that those rankings of priorities will ensure that the most important get done and others were not really necessary anyway. Brief monthly reports of major activities should be recorded by each individual, for assistance in preparation of statistical and descriptive annual reports for the unit, its manager, and its employees.

Maureen Pastine, Reference Librarian
University of Illinois at Urbana-Champaign
Urbana, Illinois 61801

Be completely familiar with any task, job or responsibility that you delegate. If at all possible, do it yourself for a period of time so that you're aware of all complexities. Then, when a problem arises, you will be able to help from a position of knowledge.

Carol A. Collins, Assistant Director
George Amos Memorial Library
Gillette, Wyoming 82716

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YOU'LL MANAGE: BECOMING A BOSS

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3. Cleveland, Harlan. The Future Executive. A Guide for Tomorrow's Managers. New York, Harper & Row, 1972. 144 p. "...describes some of the skills and attitudes needed by managers to cope with change, complexity, and turmoil in organizations..."

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